Lean Thinking Initiative at MCB

***Background*:**

- **Outstanding success realized with Lean Thinking at Maintenance Center Albany.**
- **Maintenance Center Barstow (MCB) implemented Lean Thinking alongside the Theory of Constraints in January 2003.**
- **Great potential for improvement within our internal processes (both on the shop floor and in the overhead offices), as well as ways to work smarter not harder.**
- **Private sector has spent millions hiring "experts" to come to their workplaces to tell them how to implement Lean.**
- **MCB is implementing as a self-help effort. A "make it happen" attitude!**
- **Lean Team formed at MCB and tasked with the mission of providing the tools and information to the work force necessary for Lean implementation.**

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***Initial Objectives*:**

- **Reduce Costs**
- **Meet our schedules**
- **Help ensure our quality performance**

***Goals of Lean Thinking at MCB*:**

1) Improve production by eliminating waste and stream-lining the flow of work through each shop, and

2) Improve the appearance and atmosphere of the professional facility in which we work.

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Lean Thinking 6-S Concept

1. **Sort – Get rid of what's not needed.**
2. **Straighten – Organize everything for easy accessibility.**
3. **Scrub – Clean machines and surfaces & eliminate sources of filth.**
4. **Standardize – Set standards so abnormality becomes obvious.**
5. **Safety – Always paramount!!**
6. **Self-Discipline – Maintain the atmosphere of cleanliness and efficiency!**

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Progress to Date:

• The first nine months of this initiative have been dedicated to a general clean-up.

→ The amount of trash being pulled from the shops of MCB has been at a constant heavy flow since clean-up, or the "Sorting" phase began.

• Standard implementation through each CWC began with FY04.

• MCB's Lean Thinking "Getting Started" guide signed by Commander and distributed throughout the facility in January 2004.

• SOP includes the Lean Team giving a "Kick-off" brief to every shop at the Maintenance Center. Each shop then produces their own Lean plan according to guidance given by the Lean Team and the "Getting Started" guide.

• Approximately eleven working days later, the Lean team meets with the given CWC for a "Lean Back-brief". The shop briefs their plan and identifies how they will implement Lean Thinking

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The Future of Lean at MCB:

- **Approximately 22% of direct shops and 12% of overhead shops have formally begun implementation.**
- **Implementation briefs are scheduled through July 2004.**
- **As back-briefs are received, frequent opportunities arise for efficiencies to be found within the production process. Many of these opportunities demand funds to be spent IOT realize gains.**
- **Benefit versus cost is considered and the former outweighs the latter.**

Lean Thinking – Progress at MCB

Engine Room clean-up

LAV's clean-up

Lean Thinking – Progress at MCB

U-80 Lot Before

U-80 Lot After

Lean Thinking – Progress at MCB

CWC 732 West/Small Arms holding area - BEFORE

CWC 732 West/Small Arms holding area - AFTER

Lean Thinking – Progress at MCB

Motor Room - BEFORE

Motor Room - AFTER